



Allocation of Army National Guard Personnel and Force Structure



NDAA

Section 1703 directs that as part of the Commission's studies of the structure of the Army and the transfer of Apache aircraft that the Commission consider several key points to include:

*“(C) An **identification** and **evaluation** of the distribution of responsibility and authority for the allocation of Army National Guard personnel and force structure to the States and territories.*

*(D) An **identification** and **evaluation** of the strategic basis or rationale, analytical methods, and decision-making processes for the allocation of Army National Guard personnel and force structure to the States and territories.”*

8/13/2015



Overview

Authorities:

- Our research and analysis of the current authorities demonstrates that responsibility rests with the Secretary of the Army however, policy needs additional analysis

Army National Guard Force Structure Allocation - Recent History:

- Both addition and divestment of force structure has been and is a part of the Total Army Analysis (TAA) process
- In 2009, the ARNG developed an analytical tool to provide senior leaders a starting point for adding force structure to the States
- In 2014, leveraging some concepts from the 2009 tool, the ARNG developed an additional tool to support analytically informed divestment decisions
- ARNG Force Management developed a (DRAFT) NGB PAM titled "ARNG Force Program Review" that documents both tools and processes



Status of Research

- First order identification of responsibility and authority complete—evaluation ongoing
- First order review of allocation process 90% complete—minor follow-up needed with NGB
- Investigated deeper meaning of NDAA direction (i.e., met with experts knowledgeable on “intent” or “tasks implied” in language)
- Issued requests for information to support evaluation of allocation processes



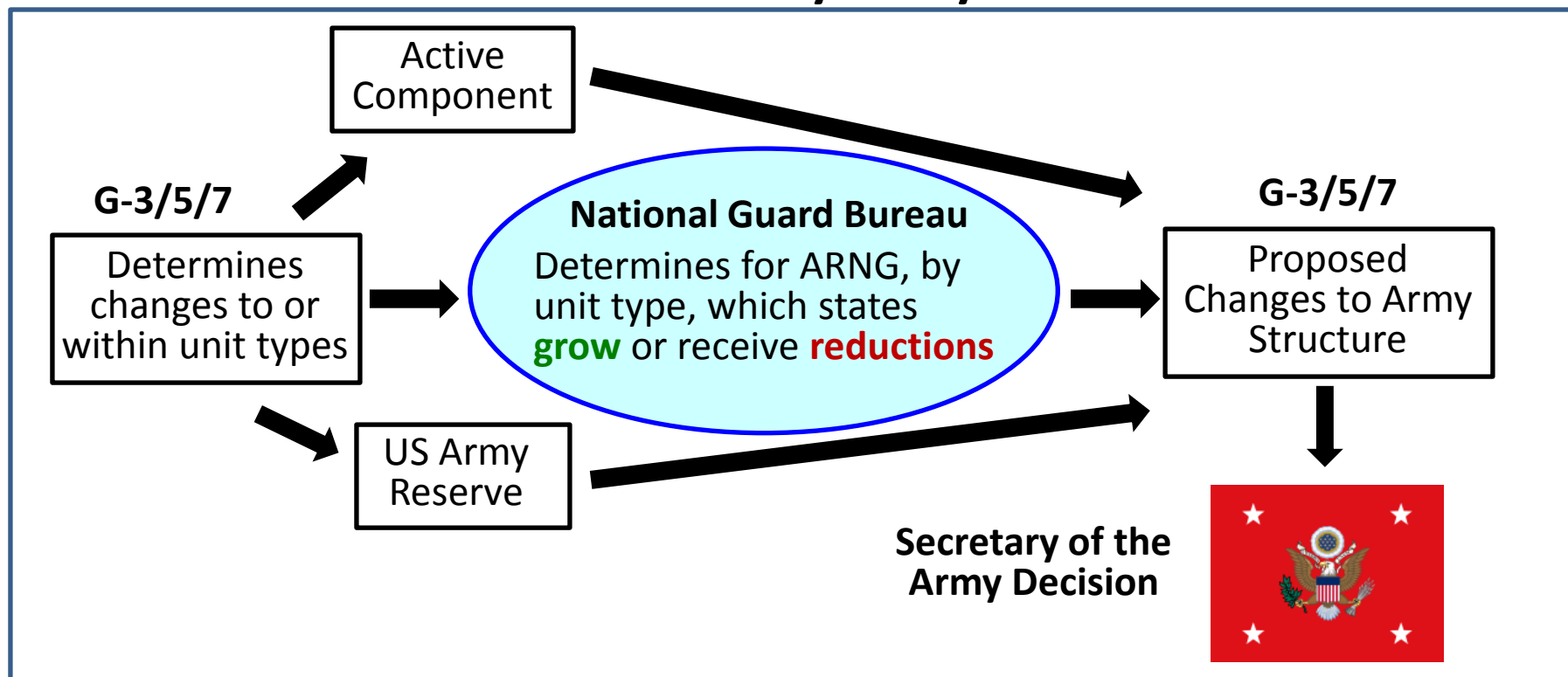
Authorities

Secretary of Defense	Subject to the Direction of the President...has authority, direction, and control over the Department of Defense.
Secretary of the Army	Responsible for, and has authority necessary to conduct, all affairs of the Department of the Army including... (2) Organizing
Chief, National Guard Bureau	The principal adviser to the Secretary of the Army and CSA on matters relating to the National Guard
	The Chief, NGB is under the authority, direction, and control of the Secretary of Defense. The Secretary normally exercises authority, direction, and control through the Secretaries of the Army and the Air Force for matters pertaining to their responsibilities in law or DoD policy.
	Implements DoD, Department of the Army, and Department of the Air Force guidance on the structure, strength authorizations, and other resources of the Army National Guard of the United States and the Air National Guard of the United States.
	Approval authority for Army National Guard Stationing
	Issues the Troop Structure Program to the adjutants general of the states
	Reviews, monitors, and provides input to the requirements and authorizations development process
	Recommends specific types of units to be activated, inactivated, or converted in the ARNG in accordance with policy from the ASA(M&RA)
ASA (M&RA)	Secretary of the Army's principal adviser for reserve issues; responsible for ensuring Army policies, plans, and programs regarding force structure are managed properly.
	Establishes overall Army policy for Army organization and force structure, responsible for oversight and review of all RC policies addressing stationing actions
DCS, G-3/5/7	Responsible for developing and implementing policies for managing/accounting for Total Army
	Army Staff proponent for Stationing actions and responsible for the force management process
	Approval authority for Multi-Compo Unit policies
Director, ARNG	Staff proponent for ARNG stationing actions, coordinate with Chief, NGB for all stationing actions
	Forward brigade and division stationing actions to DCS, G-3/5/7 for Secretary of the Army and Secretary of Defense approval



Allocation Background

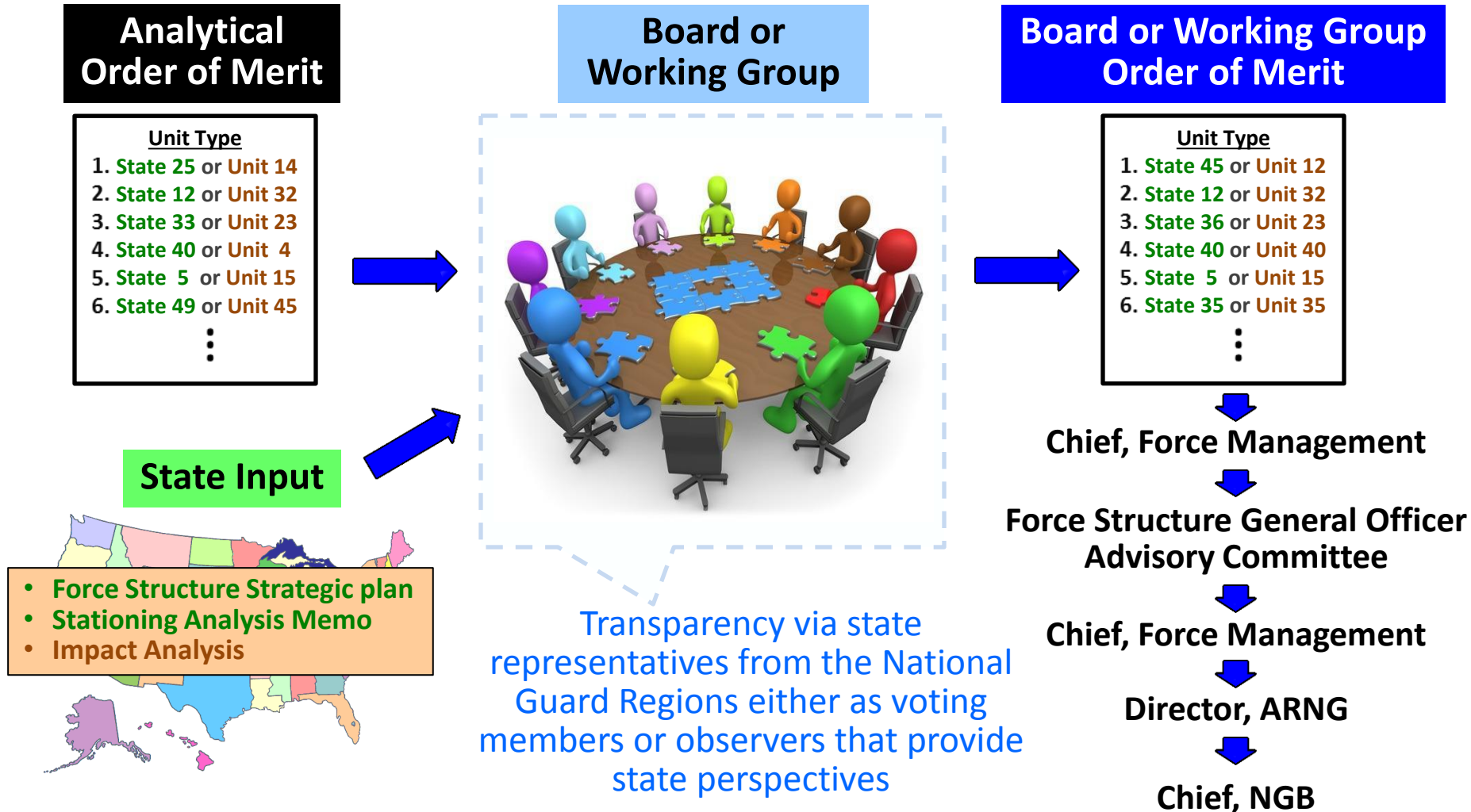
Total Army Analysis



- The allocation of Army National Guard Force Structure is part of the Army's Total Army Analysis process—in practice performed by the National Guard Bureau
- National Guard Bureau allocation process prior to 2007 was perceived as neither analytical or transparent



Allocation Processes – Growth & Reduction



Some **growth** or **reductions** are accomplished by changing the design of unit types. ARNG participates in the design process—Army units are the same regardless of component.



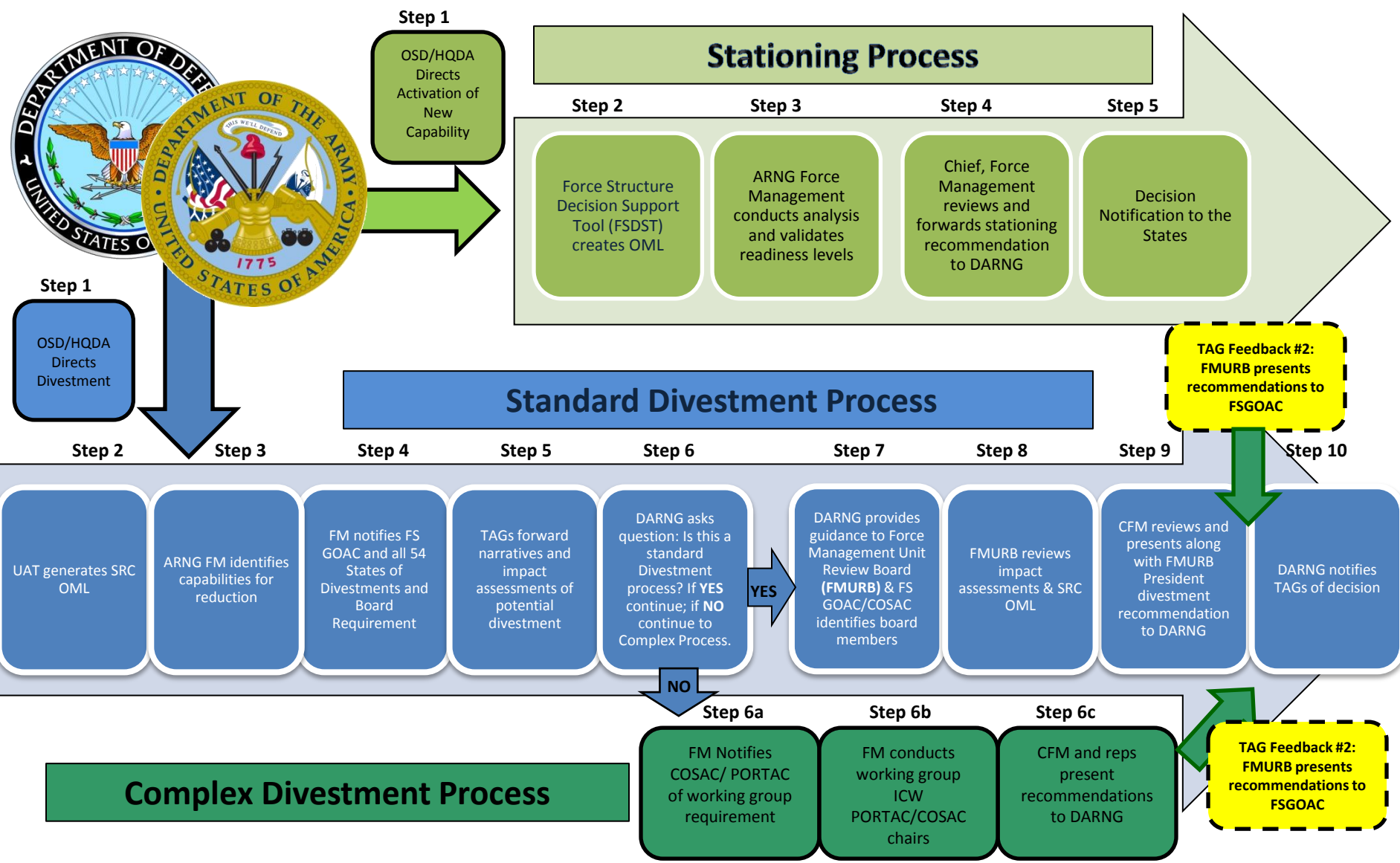
Questions



Backups



Stationing & Divestment Process Flow Chart





Authorities

E X T E R N A L T O D O D	Congress	To raise and support Armies	Const. Art. I, Sec. 8 Cl. 12
	Congress	To make rules for the government and regulation of the land and naval forces	Const. Art. I, Sec. 8 Cl. 14
	Congress	To provide for the calling forth of the Militia to execute the laws of the Union, suppress Insurrections and repel Invasions	Const. Art. I, Sec. 8 Cl. 15
	Congress	To provide for organizing, arming, and disciplining the Militia, and for governing such part of them as may be employed in the Service of the United States	Const. Art. I, Sec. 8 Cl. 16
	President	May prescribe regulations for the government of the Army	10 U.S.C. § 3061
	President	May designate the units of the National Guard, by branch of the Army...to be maintained in each State....	10 U.S.C. § 3013(b)
	President	Shall prescribe regulations, and issue orders, necessary to organize, discipline, and govern the National Guard	32 U.S.C. § 110



Authorities

D O D	SecDef	Subject to the direction of the President . . . Has authority, direction, and control over the Department of Defense.	10 U.S.C. § 113(b)
A R M Y	SecArmy	Responsible for, and has authority necessary to conduct, all affairs of the Department of the Army including...(2) Organizing	10 U.S.C. § 3013(b)
	ASA(M&RA)	SecArmy's principal adviser for reserve issues; responsible for ensuring Army policies, plans, and programs regarding force structure are managed properly.	HQDA GO 2012-01
	ASA(M&RA)	Establishes overall Army policy for Army organization and force structure, responsible for oversight and review of all RC policies addressing stationing actions	AR 5-1, para 1-6c
	DCS, G-3/5/7	Responsible for developing and implementing policies for managing/accounting for Total Army	GO 2012-01
	DCS, G-3/5/7	ARSTAF proponent for Stationing actions and responsible for the force management process	AR 5-10 and AR 71-32
	DCS, G-3/5/7	Approval authority for Multi-Compo Unit policies	AR 71-32
N G B	C,NGB	The principal adviser to the SecArmy and CSA on matters relating to the National Guard	10 U.S.C. § 10502
	C,NGB	The Chief, NGB is under the authority, direction, and control of the Secretary of Defense. The Secretary normally exercises authority, direction, and control through the Secretaries of the Army and the Air Force for matters pertaining to their responsibilities in law or DoD policy.	DoDD 5105.77
	C,NGB	Implements DoD, Department of the Army, and Department of the Air Force guidance on the structure, strength authorizations, and other resources of the Army National Guard of the United States and the Air National Guard of the United States.	DoDD 5105.77, para. 5.1.8; HQDA GO 2012-01, para 34c.



Authorities

N G B	C,NGB	Issues the Troop Structure Program to the adjutants general of the states	AR 5-10, para. 4-2a
	C,NGB	Reviews, monitors, and provides input to the requirements and authorizations development process	AR 71-32, para 2-16
	C,NGB	Recommends specific types of units to be activated, inactivated, or converted in the ARNG in accordance with policy from the ASA(M&RA)	AR 71-32, para 2-16; AR 71-11, para. 3-1j
	D,ARNG	Staff proponent for ARNG stationing actions, coordinate with C,NGB for all stationing actions	AR 5-10
	D,ARNG	Forward brigade and division stationing actions to DCS, G-3/5/7 for SecArmy and SecDef approval	AR 5-10
S T A T E S	Governors	Fix the location of the units and headquarters of state National Guard	32 U.S.C. § 104(b)
	Governor	Approval required for any change in the branch, organization, or allotment of a unit located entirely within a state	32 U.S.C. § 104(c)
	Governor	Approval required for all actions requesting organization, reorganization, redesignation, consolidation, conversion and withdrawal of federal recognition	NGR 10-1, para 2-11
	Adjutants General	Submit concept plans for all new and reorganized units;	NGR 10-1



Total Army Analysis Process

PHASE I : Capability Demand Analysis

Guidance

- National Military Strategy
- Defense Planning and Programming Guidance
- QDR/Scenarios and Vignettes
- Resource Constraints
- Execution Orders
- Training & Doctrine Force Design Input
- Resource Management Directives (RMDs)

Directed Force

SUPPLY
DESIGNS

Quantitative Analysis

- Multiple Scenarios
- Modeling Directed Force
- Rotational Analysis
- Lessons Learned
- COCOM Requirements

Demands

- Multiple Possible Futures
- Full Spectrum Operations
- All Three Components
- Lessons Learned
- Current Operational Demands

JICM - - FORGE - - MARATHON

SLDA Approval

PHASE II : Resourcing and Approval

Qualitative Analysis

- Match Demands to Structure
- Rebalance capabilities across Components (AC/ARNG/USAR)
- Influenced by QDR
- Informed by Senior Leader Guidance
- "Human in the Loop"

Recommended Force Shape

Capabilities Based Assessment

- Assess force supportability based on resources:
 - Manning
 - Equipping
 - Sustaining
 - Training
 - Stationing
- Prioritize & Adjust as required

Resourced Force

Approved by Secretary of The Army and Chief of Staff

Builds the Army's Program Objective Memorandum Force (used to build the budget)

Unfeasible POM Force Structure (Not Programmed)



Force Structure Stationing Process

Background

The Force Structure Decision Support Tool (FSDST) was developed in order to assist senior leaders in stationing ARNG units. It serves as a formalized force structure stationing process and accepted by the States, Territories, and District of Columbia

Force Structure Stationing Process

- Initiated by the tool producing an analysis of States performance in readiness categories over the last five fiscal years
- An assessment is made for stationing new capabilities and ranks States from highest to lowest in an Order of Merit List (OML)
- Readiness is the most important consideration - but not the only consideration; others are:
 - ✓ Force Structure Strategic Plans (FSSP)
 - ✓ Mission Command ratios
 - ✓ Essential 10
 - ✓ National Guard senior leader guidance
- States with the highest scores are given first consideration for stationing new capabilities
- Stationing decisions are made based on the quantitative metrics of the (FSDST) with the qualitative input of a stationing board



State Measurements:

- Consists of ten individual readiness categories to elevate states for the stationing of new capabilities
- MOB Turnover - Recognizes individual and unit mobilization over last 5 years and accounts for length/duration of deployment*
- State C2 Ratio: Army doctrine indicates ~3-5 units between parent and subordinate unit; and focus on Battalion to Company ratio*

State Metrics *	Category Weights
Assigned Strength	5.0%
Available Strength	7.5%
Available DMOSQ	7.5%
Available Senior Grade	7.5%
% of MTOE & TDA Units with Assigned Strength $\geq 98\%$	7.5%
% of MTOE & TDA Units with Available Strength $\geq 70\%$	10.0%
% of MTOE & TDA Units with Assigned DMOSQ $\geq 65\%$	10.0%
% of MTOE & TDA Units with Available Sr Grade $\geq 65\%$	10.0%
MOB Turnover	5.0%
State C2 Ratio	10.0%
TOTAL PERCENT	80.0%

Unit Type Measurements:

- (Essential 10) Not on Hand or SRC C2 Ratio:
- If a State “Does not have a SRC on Hand” then the State receives full credit for this category.
- If a State “Does have an SRC C2 Ratio”, then the CO:BN:BDE ratio for this SRC is calculated. (A State can only fit into one of these categories)

Unit Type Metrics *	Category Weights
Not on Hand (Essential 10) or SRC C2 Ratio	10.0%
Force Structure Strategic Plan Requested Structure	10.0%
TOTAL PERCENT	20.0%

* Full Metric definitions in backup slides



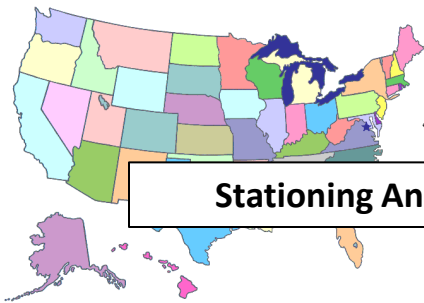
Stationing Process

FSDST OML

SRC XXXXX

1. State 1
2. State 2
3. State 3
4. State 4
5. State 5
6. State 6
7. State 7
8. State 8
9. State 9
10. State 10

State FSSP



Stationing Analysis Memo



Force Validation Board (FVB)
&
COSAC selected process observers

Force Validation Board OML

SRC XXXXX

1. ~~State 1~~
2. State 2
3. ~~State 3~~
4. State 4
5. State 5
6. State 6
7. State 7
8. State 8
9. ~~State 9~~
10. ~~State 10~~

ARNG Chief, Force
Management

Decision Brief to
Director, ARNG



Force Structure Reduction Process

Background

The Unit Analysis Tool (UAT) was developed in order to assist senior leaders in reductions to ARNG units. Two force structure reduction methodologies based on the results of the UAT were briefed and approved through a Chiefs of Staff Advisory Committee and during the 2014 Guard Senior Leader Conference. The two methodologies are:

UAT

- Regardless of the process used, each begins with a five year analysis of a unit's performance in eleven readiness categories
- Quantitative metrics are used to assess unit readiness and rank like type units from highest to lowest in an OML
- Units with the lowest rankings are at greatest risk for divestment

Standard Force Management Reduction Process

- Used to make routine recommendations for the reduction of ARNG force structure. This process combines the quantitative metrics of the UAT with the qualitative input of the State's Adjutant Generals through the use of a Force Management Unit Review Board (FMURB)
- FMURB members (5-7 senior officers) are nominated and approved by a Force Structure General Officer Advisory Committee

Complex Force Management Reduction Process

- Used to implement large scale force structure reductions (i.e., 15,000 space reduction)
- The UAT is initiated to inform recommendations but large scale reductions require a holistic look to balance the impact across the force while still ensuring States can meet domestic response requirements



Unit Analysis Tool Metrics

Personnel Availability Data:

- Consists of seven soldier focused categories to differentiate readiness in like-type units
- Equipment and supply readiness are often outside a Commander's control, while personnel readiness can be influenced through recruiting, retention and leadership
- Personnel metrics are weighted higher than equipment, supply and training metrics

Personnel Data Categories*	Category Weight
Operationally Available (OA)	12%
OA and Primary Slot Holder	8%
Total Attrition Loss Rate	10%
OA and Senior Grade Fill Rate	6%
Negative End Strength	4%
OA and Duty MOS Qualified	21%
Meets Military Education Requirements	9%
TOTAL PERCENT	70%

Unit Status Report Data:

- The Unit Status Report (USR) is the primary method of reporting unit readiness. The UAT utilizes four of the USR readiness categories
- Units have different readiness Aimpoints identified by the five year Army Force Generation model (ARFORGEN)
- A unit is evaluated in each readiness metric and the UAT assesses this reported USR rating against the ARFORGEN required Aim points

USR Data Categories**	Category Weight
Personnel Aimpoints	15%
Supply Aimpoints	3%
Equip Readiness Aimpoints	9%
Training Aimpoints	3%
TOTAL PERCENT	30%

* Full Metric definitions in backup slides



Unit Scoring using Quartiles

What is a Quartile? A quartile is a ranked set of data values, divided into four equal groups with each group comprising a quarter of the data.
Why use Quartile Scoring? Quartiles allow for greater differentiation of closely grouped sets and reduces the impact of outlier data.
How are like type units evaluated? Each unit is evaluated using a five year average for each of the 11 categories.

Example: Calculating a unit's quartile score in a single category:

The five year average of the Operational Available (OA) Percent category for 16 Infantry Units (Unit A to P) is shown below. The averages range from 49.3% to 97.5%. Unit P's five year average of 79% put in the top quartile resulting in a score of 4 for that category.

Quartile	1	2	3	4
Range	49.3%-65.1%	65.2 % - 71.6%	71.7% - 77.4%	77.5% - 97.5%
Unit	Unit J	Unit K	Unit C	Unit D
	Unit A	Unit E	Unit O	Unit I
	Unit F	Unit N	Unit B	Unit P
	Unit G	Unit H	Unit L	Unit M
Quartile Score	Units with an average in this area are scored a "1"	Units with an average in this area are scored a "2"	Units with an average in this area are scored a "3"	Units with an average in this area are scored a "4"

Unit P	OA Percent
2009	80%
2010	75%
2011	76%
2012	82%
2013	84%
Five Year Average	79%

Example: Calculating a unit's total UAT score using all weighted categories:

The same process as above is repeated for the remaining categories. The quartile score is multiplied by the category weight resulting in a total UAT score for the unit.

Unit P - Personnel Data Categories	Quartile Score	Category Weight	Sub Total Score
Operationally Available (OA)	4	0.12	0.48
OA and Primary Slot Holder	3	0.08	0.24
Total Attrition Loss Rate	4	0.1	0.40
OA and Senior Grade Fill Rate	4	0.06	0.24
Negative End Strength	4	0.04	0.16
OA and Duty MOS Qualified	4	0.15	0.60
Meets Military Education Requirements	3	0.15	0.45
USR - Personnel Aimpoints	4	0.15	0.60
USR -Supply Airpoints	3	0.03	0.09
USR - Equip Readiness Aimpoints	3	0.09	0.27
USR - Training Aimpoints	4	0.03	0.12
TOTAL SCORE			3.65

Each Unit's total UAT score is ranked from highest to lowest. The Units at the bottom of the list are the most likely to be recommended for divestment.

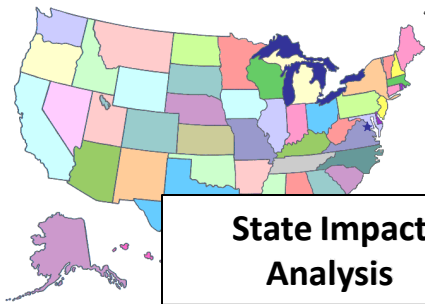
Infantry Unit Rank		
Rank	Unit	Score
1	Unit P	3.65
2	Unit E	3.60
3	Unit M	3.26
4	Unit A	3.15
5	Unit N	2.89
6	Unit K	2.75
7	Unit I	2.43
8	Unit B	2.33
9	Unit L	2.32
10	Unit C	2.25
11	Unit D	2.18
12	Unit J	2.15
13	Unit O	1.99
14	Unit G	1.60
15	Unit H	1.26
16	Unit F	1.11



Force Management Unit Review Board

UAT SRC OML

SRC XXXXX		
1.	Unit 5	2.63
2.	Unit 8	2.53
3.	Unit 3	2.43
4.	Unit 4	2.41
5.	Unit 9	2.33
6.	Unit 11	1.94
7.	Unit 2	1.83
8.	Unit 6	1.31
9.	Unit 1	1.23
10.	Unit 12	0.94
11.	Unit 7	0.93
12.	Unit 10	0.63



**Force
Management
Unit Review
Board
(FMURB)**

Force Management Unit Review Board OML

SRC XXXXX	
1.	WV1AAA
2.	WV2AAA
3.	WV3AAA
4.	WV4AAA
5.	WV5FAA
6.	WV6AAA
7.	WV7AAA
8.	WV8AAA
9.	WV9AAA
10.	WV10AA
11.	WV12BA
12.	WV3BAA

Recommendation
to Keep

Recommendation
to Divest

**ARNG Chief, Force
Management**

**Decision Brief to
Director, ARNG**



UAT/FSDST Metric Compare

Unit Analysis Tool

AA level metrics to rank like type units

Metric Name	Source	%
Operationally Available (OA) Percent Fill **	DPRO	12%
Primary Slot Holder (PSH) OA Percent Fill	DPRO	8%
Total Attrition Loss Rate	DPRO	10%
Senior Grade Operationally Available Percent Fill	DPRO	6%
Negative End Strength Percent	DPRO	4%
Operationally Available DMOSQ Percent	DPRO	21%
Meets Military Education Requirement Percent	DPRO	9%
Weighted USR Tool - Personnel score	USR	15%
Weighted USR Tool - Supply score	USR	3%
Weighted USR Tool - Readiness score	USR	9%
Weighted USR Tool - Training score	USR	3%

FSDST

State level metrics to gauge potential success/need of structure

	Analytics	%
State Measurement	Assigned Strength Percent Fill	5.0%
	Operationally Available (OA) Percent Fill	7.5%
	Operationally Available DMOSQ Percent	7.5%
	Senior Grade Operationally Available Percent Fill	7.5%
	% of MTOE & TDA Units with Assigned Strength $\geq 98\%$	7.5%
	% of MTOE & TDA Units with Available Strength $\geq 70\%$	10.0%
	% of MTOE & TDA Units with Available DMOSQ $\geq 65\%$	10.0%
	% of MTOE & TDA Units with Available Sr Grade $\geq 65\%$	10.0%
	MOB Turnover (Mandays)	5.0%
	State C2 Ratio	10.0%
Need	Not on Hand (Essential 10) or SRC C2 Ratio	10.0%
	Force Structure Strategic Plan Requested Structure	10.0%



Soldier Readiness impact on Unit Analysis Tool (UAT) Metrics?



Unit Example:

Fictional Unit A has 5 positions with 4 Soldiers assigned. One Sergeant First Class (SFC) , three Private First Class (PFC) and one unfilled position. How does the individual Soldier’s Readiness impact the UAT Metrics?

Individual Soldier Readiness Examples

(From most ready soldier to least ready soldier)

Soldier 1 SFC is actively participating in drills, MOS qualified, trained and medically deployable. She is assigned to an authorized and critical senior grade position and has competed Advance Non-Commissioned Officer training.	Soldier 2 PFC is trained, medically deployable and assigned to an authorized position. Has not participated in a drill for more than 3 months but meets military education requirements.	Soldier 3 PFC is fully deployable but has changed duty positions to a job he is not currently qualified for. He is double slotted in the position with another soldier while awaiting training.	Soldier PFC 4 is not Operationally Available. He is waiting to attend Basic Training without a reserved seat.	This is a vacant position in the unit.
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	Operationally Available (OA) Percent Fill	Operationally Available DMOSQ Percent	Primary Slot Holder OA Percent Fill	Total Attrition Loss Rate *	Senior Grade OA Percent Fill	Negative End Strength (NES) *	Meets Military Education Requirement %
Soldier 1: SFC	Yes	Yes	Yes	No	Yes	No	Yes
Soldier 2: PFC	Yes	Yes	Yes	No	N/A - Soldiers are not Senior Grade	Not attending drills	Yes
Soldier 3: PFC	Yes	Not qualified in assigned position	Not Primary Slot Holder	No		No	Yes
Soldier 4: PFC	Not available	Awaiting graduation	Not available	No		No reserved training seat	Awaiting basic training
Soldier 5: Vacant	Vacant position	Vacant position	Vacant position	Vacant position		Vacant position	Vacant position
UAT metrics for one FY	60%	40%	40%	80%	100%	40%	60%

* Having a lower percentage in the Attrition Loss Rate and Negative End Strength categories indicate better performance. The metric measures the inverse percentage of the definition.



FSDST Metric Definitions

Assigned Strength Percent: The percentage of the state filled by deployable or deployed soldiers

Available Strength Percent: The percentage of the state filled by operationally available soldiers not including soldiers in excess positions (e.g. two soldiers occupying a single position in the unit)

Available DMOSQ Percent: The percentage of the state soldiers who are qualified in their assigned duty position and deployable or deployed.

Available Senior Grade Percent: The total number of Leadership Grade (E5-E9, W1-W5, O1-O6) primary slot holders that are available for mobilization

% of MTOE & TDA Units with Assigned Strength $\geq 98\%$: The percentage of units (Parent Organization Designator (POD), or AA-level) in a State that achieve 98% or more of the authorized positions filled by assigned strength

% of MTOE & TDA Units with Available Strength $\geq 70\%$: The percentage of units (PODs, or AA-level) in a State that achieve 70% or more of the primary slot holders that are available for mobilization

% of MTOE & TDA Units with Available DMOSQ $\geq 65\%$: The percentage of units (PODs or AA-level) in a State that achieve 65% or more of the assigned primary slot holders that are available for mobilization and DMOSQ

% of MTOE & TDA Units with Available Senior Grade $\geq 65\%$: The percentage of units (PODs or AA-level) in a State that achieve 65% or more of the Leadership Grade (E5-E9, W1-W5, O1-O6) primary slot holders that are available for mobilization

MOB Turnover (Mandays): Recognizes the # of individual mobilizations over last five full fiscal years and divided by the States end of program FSA

State C2 Ratio: Army doctrine indicates ~3-5 units between parent and subordinate unit

Not on Hand (Essential 10) or SRC C2 Ratio: : If a State "Does not have a SRC on Hand" then the State receives full credit for this category. If a State "Does have a SRC C2 Ratio, then the CO:BN:BDE for this SCR is calculated. (A State can only fit into one of these categories.) Army doctrine indicates ~3-5 units between parent and subordinate unit; Focus on BN to Co ratio or BDE to BN by type of unit

Force Structure Strategic Plan Requested Structure: Incorporates State force structure requirement requests



UAT Metric Definitions

Operationally Available Percent Fill: The percentage of the unit filled by deployable or deployed soldiers

Primary Slot Holder Operationally Available Percent Fill: The percentage of the unit filled by operationally available soldiers not including soldiers in excess positions (e.g. two soldiers occupying a single position in the unit)

Total Attrition Loss Rate: The total number of retirements, soldiers not re-enlisting, administrative separations or other categories of soldiers leaving the ARNG "divided by" the average assigned strength in the unit over the last 12 months. The UAT uses the inverse of this percentage because a lower attrition rate is better for readiness due to less personnel turnover.

Senior Grade Operationally Available Percent Fill: The percentage of a unit's required supervisor positions (All Non-Commissioned Officer, Commissioned Officer, and Warrant Officer Ranks) filled by operationally available soldiers.

Negative End Strength Percent : The percentage of Soldiers in a unit who have not been to drill in over three months, who have not qualified for a military specialty in 21 months or are waiting to attend Basic Training without a training seat reservation. The UAT uses the inverse of this percentage because a lower Negative End Strength is better for readiness due to more qualified soldiers training with the unit.

Operationally Available DMOSQ percent: The percentage of the unit's soldiers who are qualified in their assigned duty position and deployable or deployed.

Meets Military Education Requirement Percent: The percentage of the unit's soldiers that meet the minimum military education requirements necessary for promotion to the next higher rank

Weighted USR Tool: This is an unclassified measurement using classified Unit Status Reports submitted by ARNG Unit Commanders. It evaluates each unit's reported USR measurement in Available Personnel, Serviceability of Equipment, and Collective Training compared against readiness requirements based on the unit's position in the Army Force Generation (ARFORGEN) model.



Force Structure Strategic Plan (FSSP)

Why the FSSP:

- State level strategic tool for communicating desired changes in Force Structure
- Replaces “ad-hoc” force structure requests and ensures complete staffing at the JFHQ
- Tool for analyzing the force structure and providing recommendations (Essential 10 – HLD/HLS, disaster relief, etc)
- Allows the ARNG Leadership to analyze trends and to bring FSSP to the TAA process for decision



Force Structure Strategic Plan



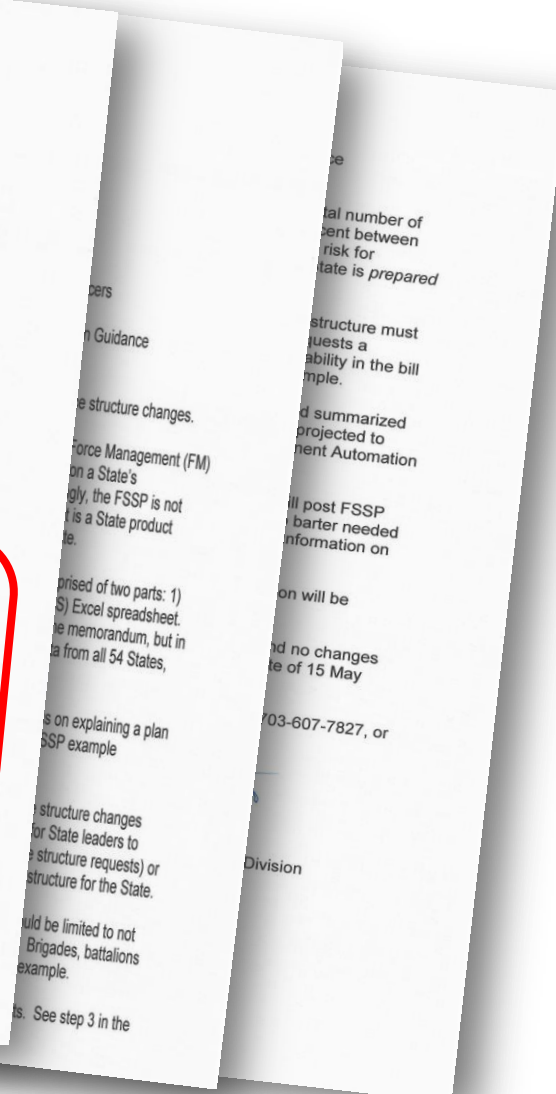
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111 SOUTH GEORGE MASON DRIVE
ARLINGTON VA 22204-1382

ARNG-FM

MEMORANDUM FOR State Force Integration Readiness Officers

SUBJECT: Force Structure Strategic Plan (FSSP) Submission Guidance

1. Purpose. To provide State guidance on how to request force structure changes.
2. Discussion. The purpose of the FSSP is to provide ARNG Force Management (FM) Division with a formally codified force structure request based on a State's determination of force structure needs assessments. Accordingly, the FSSP is not predicated on force structure which might be available, rather it is a State product requesting capabilities deemed optimal or best suited for a State.
3. Requirement. Fiscal Year (FY) 13 FSSP submission is comprised of two parts: 1) The Adjutant General's memorandum and, 2) a Microsoft® (MS) Excel spreadsheet. The MS Excel spreadsheet conveys the same information as the memorandum, but in a format allowing ARNG FM to manage consolidated FSSP data from all 54 States,





State Adjutant General Submission



DEPARTMENTS OF THE ARMY AND THE AIR FORCE
FLORIDA NATIONAL GUARD
OFFICE OF THE ADJUTANT GENERAL
ST FRANCIS BARRACKS, P.O. BOX 1008
ST AUGUSTINE, FLORIDA 32084-1008

G3
SUBJECT: FY13 Future State Force Structure Strategic Plan (FSSP)

G3

MEMORANDUM FOR DARNG, A
Arlington, Virginia 22204-1382

SUBJECT: FY13 Future State Force

1. Purpose. Provide updated Force Structure Strategic Plan (FSSP) for the Florida Army National Guard.

2. Discussion. The Florida Army National Guard (FLARNG) Force Structure Authorization (FSA) is scheduled to be reduced to 9,974 at the end of FY13 after years of maintaining end-strength at or above 10,000. The FLARNG has consistently recruited, trained and maintained an end-strength of over 10,000, and seeks force structure that returns our authorization to 10,000. The three options presented below, in priority order, meet my intent to maintain or increase our authorized strength and enhance Soldier career progression while adding capacity to DSCA response in the region.

a. HHC, Military Police Battalion (MP) (I/R) and a Transportation Company (TC) (Line Haul). Based on information provided by ARNG FM COMPO 4 offering in February 2013, it appears the DA seeks to add a MP BN (I/R) and a TC (Line Haul) to the Florida Army National Guard Force Structure. The FLARNG, having demonstrated the ability to maintain trained and ready MP and TC units, is postured to add both an MP Battalion Headquarters and TC to the force. We offer the 260th Military Intelligence Battalion in exchange for this MP and TC Force Structure. This option increases our FSA by 25, for a total FSA of 9,999. More importantly, this force structure move improves our MP span of control and control capability while providing our MP Soldiers improved career opportunities. The addition of the TC immediately enhances our ability to meet our state and federal mission requirements.

b. HHT, Air Recon Squadron (ARS) (I/R) and a Transportation Company (TC) (Line Haul). Based on information provided by ARNG FM COMPO 4 offering in February 2013, it appears the DA seeks to add a MP BN (I/R) and a TC (Line Haul) to the Florida Army National Guard Force Structure. The FLARNG, having demonstrated the ability to maintain trained and ready MP and TC units, is postured to add both an MP Battalion Headquarters and TC to the force. We offer the 260th Military Intelligence Battalion in exchange for this MP and TC Force Structure. This option increases our FSA by 25, for a total FSA of 9,999. More importantly, this force structure move improves our MP span of control and control capability while providing our MP Soldiers improved career opportunities. The addition of the TC immediately enhances our ability to meet our state and federal mission requirements.

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States Submit the FSSP

Step 1 Date	Step 2 STATE (XX)	Step 3 Priority (XX)	Step 4 BDE/BN / CO	Step 5 REQUESTED FORCE STRUCTURE - UNIT NAME	Step 6 SRC digit TOE FMSWeb)	Step 7 AUTH STRENGTH (TOE)	Step 8 Proposed EDATE (4 digit YR)	Step 9 BILLPAYER UIC	BDE/BN/ CO	Step 10 BILL PAYER UNIT NAME	Step 11 SRC digit TOE FMSWeb)	Step 12 Billpayer AUTH STRENGTH (MTOE)	Step 13 Delta	Step 14 Valid billpayer Y/N (NGB use)	Step 15 State Comments / Notes
15-Jun-12	xx		1 BDE	HHC, EN BDE	05402R000	128	2016	WP7EAA	BDE	HHC, MANEUVER ENHANCEMENT BRIGADE (MEB)	37342R000	193	65		
15-Jun-12	xx		1 BN	HHC, ENGR BN	05436R000	87	2017	WZ4KAA	BN	HHC, BSB MNVR ENHANCEMENT BDE (BSB MEB)	63356R100	74	(13)		
15-Jun-12	xx		2 BN	HHT, RECONNAISSANCE SQ (IBCT)	17216R000	140	2016	WP1UAA	BN	HHD, 155TH CHEMICAL BATTALION	03496R000	58	(82)		
15-Jun-12	xx		1 CO	FSC, EN BN	63357R000	77	2016	WP3CAA	CO	566TH MEDICAL COMPANY	08457R000	77	0		
15-Jun-12	xx		9 CO	RIFLE COMPANY, COMBINED ARMS BATTALION (ABCT)	07207R000	270	2016	WQC9AA	CO	COMPONENT RPR CO (BUCAP)	43480F000	249	(21)		
15-Jun-12	xx		10 CO	HQ FINANCIAL MANAGEMENT SUPPORT UNIT (HQ FMSU)	14423R000	27	2018	WZ4CAA	CO	FLD MNT CO BSB, MNVR ENHANCE	43357R000	68	41		
15-Jun-12	xx		2 CO	HQS HORIZONTAL CONSTRUCTION COMPANY	05417RA00	157	2016	WP83AA	CO	637TH CHEMICAL COMPANY	03420R300	145	(12)		
15-Jun-12	xx		3 CO	MOTORIZED RECONNAISSANCE TROOP, RECONNAISSANCE SQUADRON (IBCT)	17217R000	184	2016	WP21AA	CO	556TH MILITARY INTELLIGENCE COMPANY	34310R400	116	(68)		
15-Jun-12	xx		4 CO	DISMOUNTED RECONNAISSANCE TROOP, RECONNAISSANCE SQUADRON (IBCT)	07257R000	80	2017	WP3MAA	CO	206TH MILITARY POLICE COMPANY	19477R000	168	88		
15-Jun-12	xx		5 CO	SPT CO, SF GP (ABN)	31813G100	237	2015	WZ4LAA	CO	BRIGADE SIGNAL COMPANY (MEB/CAB/SB)	11307R600	116	(121)		
15-Jun-12	xx		6 CO	217TH SPACE COMPANY	40810R000	49	2016	WZ4KAA	CO	DIST CO BSB MNVR ENHANCEMENT BDE	63358R100	140	81		
15-Jun-12	xx		7 CO	CONTINGENCY CONTRACTING TEAMS	90588GA00	5	2017	WY6KAA	CO	147 HR CO	12410R100	90	85		
15-Jun-12	xx		8 CO	ORDNANCE COMPANY	09440R000	44	2016	WX9XAA	CO	0338 QM CO FLD SVC MODULAR	10414R000	108	64		
Total												1602	117		

Instructions:

- * Please do not modify the columns. This template is imported to the ARNG...
- * All FSSPs spreadsheet will be shared on GKO unless State requests not...
- Step 1. Date FSSP submitted to ARNG CoS 111 South George Mason...
- Step 2. Two digit postal code of State submitting proposal
- Step 3. Enter State's priority of fill for each proposal
- Step 4. List no more than one BDE, two BNs or 10 Companies for you...
- Step 5. Proposed force structure name from FMS Web, generic name...
- Step 6. No less than first five digits of the SRC from FMS Web. This w...
- Step 7. Authorized Strength from FMS Web
- Step 8. Proposed Edate: Any date that is within two years of the current da...
- Step 9-12. Enter billpayer unit information. If requesting a CO your billpayer m...
- Step 15. Provide a comment / note if a billpayer is tied directly to corresponding gain.

State requests
1485 spaces of
new FS

State submits
1602 spaces
(bill-payer)

State has a
Delta of
117 +
spaces



Force Structure Stationing Process

Force Structure Stationing Process

- Used for developing station recommendations for new force structure and for re-stationing existing force structure
- State led recommendation board

STEP 1

OSD/HQDA directs activation of new capability in the ARNG. Activations direct only the types of units to be activated. It is the responsibility of the ARNG to identify which states will receive new force structure.

STEP 6

Unit Board Packet: The Force Management Program branch responsible for the SRC will build board packets for all capabilities being considered for stationing.

STEP 2

Force Structure Decision Support Tool (FSDST) use metrics to rank states and territories for station new capabilities and creates an Order of Merit List and ranks them from highest to lowest.

STEP 7

Convening of the ARNG –Force Validation Board (FVB): The board convenes to review the FSDST OML and state stationing analysis memos and is provided guidance from the DARNG.

STEP 3

Initial Notification: ARNG-FMF will notify FM programming branches and state G-3s and FIROs of capabilities identified for stationing.

STEP 8

CFM Stationing Decision Brief: The Chief of Force Management (CFM) is briefed by the programming branch on the FSDST results and FVB Recommendations.

STEP 4

Stationing Analysis Memo: States choosing to compete for a capability must submit a stationing analysis memo to inform the ARNG Force Validation Board of the states ability to successfully and efficiently stand up the new capability.

STEP 9

DARNG Stationing Decision Brief: The DARNG is briefed by the programming branch on the FSDST results and FVB/CFM recommendations.

STEP 5

Force Validation Board: Force Management Futures Branch will notify the ARNG Organizational Requirements & Equipping Synchronization Cell (ORSEC) of the requirement to stand up a FVB.

STEP 10

Decision notification and documentation: The DARNG makes a final stationing decision. This decision is documented and recorded for appropriate programming actions.



Force Structure Reduction Processes

Standard Reduction Process

- Used for routine adjustments to the ARNG force mix
- State led recommendation board

STEP 1

OSD/HQDA directs reduction of force structure in the ARNG. Reductions direct only the types of units to be divested. It is the responsibility of the ARNG to identify which units will be eliminated.

STEP 2

The Unit Analysis Tool (UAT) uses metrics to generate a list of like type units (e.g. all military police companies) and ranks them from highest to lowest

STEP 3

The Adjutant General for each State prepares an impact assessment on their state mission of the potential force structure reductions

STEP 4

The State COSAC and Force Structure GOAC identify the members of the Force Management Unit Review Board

STEP 5

The Force Management Unit Review Board reviews State Adjutant General impact assessments (Step 3) and the list generated by the Unit Analysis Tool (Step 2) to develop a fully informed recommendation of units for reduction.

STEP 6

Force Management Unit Review Board seeks concurrence of the force structure reduction recommendations from the Force Structure GOAC

STEP 7

ARNG Chief of Force Management and the President of the Force Management Unit Review Board present the force reduction recommendations to the Director of the ARNG

STEP 8

The Director of the ARNG makes final decisions and notifies all The Adjutants General

Complex Reduction Process

- Used for significant organizations changes across the entire ARNG
- ARNG HQ Staff led recommendation board

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STEP 3

The ARNG Chief of Force Management, the State COSAC President, the State PORTAC President and other ARNG Staff as directed form a Force Management Working Group to make divestment recommendations

STEP 4

The Force Management Working Group presents force structure reduction recommendations to the Force Structure GOAC for concurrence.

STEP 5

The Force Management Working Group present the force reduction recommendations to the Director of the ARNG

STEP 6

The Director of the ARNG makes final decisions and notifies all The Adjutants General